

Sample Complete Streets Policy Implementation Plan

The following is a sample Complete Streets Policy Implementation plan, which was provided through an excerpt of “Complete Streets in the Southeast: A tool kit”, published in March 2014 by AARP, in partnership with Smart Growth America’s National Complete Streets Coalition. View and download the full document at: <http://www.aarp.org/livable-communities/info-2014/complete-streets-southeast-toolkit.html>

Complete Streets audit and implementation plan

Planning for implementation benchmarks current practices, involves the many stakeholders, identifies clear expectations for change, and assigns responsibility and deadlines for those changes. Cobb County, Georgia developed such a plan that other jurisdictions in the southeast can model. Their plan builds on the previously discussed document audit to identify areas for change and coordination and to create implementation goals with general timelines for follow-through. A template plan based on Cobb County's follows.

The success of a Complete Streets policy or initiative requires integration in the plans, regulations, standards, procedures, and processes that guide the transportation decision-making process. While there are many high-level commonalities, the details of this process vary by agency and are dependent on local culture and tools. Complete Streets supporters should work with their allies in transportation planning and engineering to understand the local process.

A good first step is to identify the variety of documents, procedures, and processes that are used—and by whom. Common areas where planners, engineers, and public works staff can integrate Complete Streets are:

- Transportation planning—conducting a comprehensive assessment of transportation needs, demographics, and travel patterns in a community or along a street to identify appropriate improvements for all users and modes
- Transportation design and engineering—updating practices and standards that guide the functional design of transportation network, streets, and intersections to provide safe, comfortable, and efficient movement for all users and modes
- Land use planning—making decisions regarding land uses, including form and zoning, that complement efforts to create a balanced, multimodal transportation network
- Funding—establishing prioritization and funding processes to support investment in projects that achieve Complete Streets goals
- Performance measurement—collecting and analyzing data to ensure project outcomes support a community's vision for transportation and other related issues, such as public health
- Maintenance and operations—ensuring ongoing activities to keep systems in good repair and operation provide appropriate opportunities to improve and maintain facilities for all users and modes
- Training—providing opportunities for professional development related to current best practices in Complete Streets

In the following template implementation plan, note the documents, procedures, and processes for each area that can facilitate integration and institutionalization in the second column. Then, fill in the third column with the departments, positions, and/or outside partners who use those tools.

To continue building an implementation plan, undertake a systematic review of a community's documents, procedures, and processes that guide transportation decisions. When reviewing these documents and procedures, consider how they address:

- The needs of people walking
- The needs of people bicycling

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- The needs of transit users
- The needs of transit vehicles
- The needs of freight and commercial travel
- The needs of people driving automobiles
- The variations in user needs based on age
- The variations in user needs based on ability
- Integration and prioritization of walking, bicycling, and transit needs into decisions
- Context sensitivity
- Block size and intersection density
- Network connectivity for each mode
- Latest national standards for design
- Public input and engagement

During the review, note any places where modifications are necessary to better support Complete Streets outcomes. From those, identify needed actions, deliverables, and general timelines for work.

Integration area	Documents, procedures, processes	Owners and partners	Action required	Implementation deliverables and timeline
Transportation planning				Immediate:
				Mid-term:
				Long-term:
Transportation engineering and design				Immediate:
				Mid-term:
				Long-term:

Integration area	Documents, procedures, processes	Owners and partners	Action required	Implementation deliverables and timeline
Land use planning				Immediate:
				Mid-term:
				Long-term:
Funding				Immediate:
				Mid-term:
				Long-term:

Integration area	Documents, procedures, processes	Owners and partners	Action required	Implementation deliverables and timeline
Performance measurement				Immediate:
				Mid-term:
				Long-term:
Maintenance and operations				Immediate:
				Mid-term:
				Long-term:

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Integration area	Documents, procedures, processes	Owners and partners	Action required	Implementation deliverables and timeline
Training				Immediate:
				Mid-term:
				Long-term:

Implementation plan: Cobb County, Georgia

Best Practices	Related Documents	Coordination Status	Implementation Goals
Create a Unified Street Design Manual	Development Regulations, Engineering Procedures Manual, Comprehensive Transportation Plan, Zoning Codes, Bike & Pedestrian Plan	Currently no unified design manual exists. Greater flexibility in design is needed. Design should be context sensitive and surrounding coordinated with land uses (See Appendix E for Examples)	Immediate Use ITE CSS to supplement AASHTO guidelines and allow greater design flexibility and begin process for creating Cobb Street Design Manual
			Mid-Term Adopt Design Manual and apply to all County funded projects
			Long-Term Amend Development Regulations and Zoning Code to enforce Design Manual on “by right” development
Clearly Define Street Planning Process	Development Regulations, Engineering Procedures Manual, Zoning Code	Process is not codified in a single document. Process should include all users (Aging, Disabled, Transit, Advocate for Children)	Immediate Create a document that outlines the current street planning process
			Mid-Term Create and adopt a transparent planning process on all County funded projects (e.g. Charlotte, NC 6 step process)
			Long-Term Include adopted process in Design Manual for use in public and private funded projects
Project Prioritization	Comprehensive Transportation Plan, Bike & Pedestrian Plan, SPLOST Program	Projects are appropriately linked to Comprehensive Transportation Plan and the Bicycle & Pedestrian Plan	Immediate Focus prioritization of improvements on access to schools, major activity centers, ADA accessibility in conjunction with safety and congestion
			Mid-Term Link 5 year CIP to implementation strategies from CTP and Bike & Pedestrian Plan
			Long-Term Continue to update CIP based on updates of Transportation Plans

Train Engineers, Planners and Staff on CS Train Engineers, Planners and Staff on CS principles (cont.)	Institute of Transportation Engineers Context Sensitive Solutions, American Association of State Highway Transportation Officials Bicycle & Pedestrian Design Guidance, (Cobb Street Design Manual)	Currently there is not a Complete Streets training program developed for the County	Immediate Provide training through Local and National Complete Streets and CSS Seminars before a formal manual is written
			Mid-Term Continue to provide on going training. When the Design Manual is complete, conduct an orientation session with all personnel
			Long-Term Have new hires attend Complete Streets seminars and training, and Cobb Street Design Manual orientation
Research and Secure Appropriate Funding	Zoning Codes, Design Manual, Capital Improvement Plan, Special Purpose Local Option Sales Tax Program	Funding sources are clearly organized in Capital Improvement Plan and Special Purpose Local Option Sales Tax program	Immediate Apply for Transportation Enhancement and Safe Routes to School funding
			Mid-Term Amend zoning codes to provide incentives to developers that included bike lanes and public sidewalks in new projects. Monitor GDOT, ARC and FHWA for new funding opportunities
			Long-Term Determine what funding will be available after new federal transportation bill has been adopted. Create a funding appendix in Street Design Manual and update regularly
Inter-Departmental Coordination	Capital Improvement Plan, Comprehensive Transportation Plan, Bike and Pedestrian Plan	Coordination exists in County funded projects in initial planning. Additional coordination in the prioritization phase by coordinating plans with other departments and utility companies	Immediate Evaluate what current projects can be consolidated. Determine where road diets can be made on any current repaving projects
			Mid-Term Determine where sidewalk and bike lanes can be installed in conjunction with storm water, sewer, or utility projects

			<p>Long-Term Continue dept. coordination and outreach to GDOT and utility companies so that projects may be combined</p>
Performance Evaluation	Design Manual, Comprehensive Transportation Plan, Bike & Pedestrian Plan, Engineering Procedures Manual	The Engineering Procedures Manual does not require bike or pedestrian counts before or after infrastructure improvements	<p>Immediate Amend the Engineering Procedures Manual to require pedestrian and bicycle counts before sidewalk and bike lane additions/improvements and/or road diets</p>
			<p>Mid-Term Conduct bike and pedestrian counts after major maintenance, construction, or road diets. Measure miles of sidewalk and bike lanes to track progress of expanding bike and pedestrian network. Measure transit ridership and land use changes along streets where improvements are made</p>
			<p>Long-Term Analyze data from bike and pedestrian counts and crash data to determine the effectiveness of improvements and make adjustments where necessary</p>

